
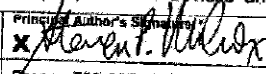



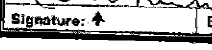
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Implementing ARFORGEN

serco
10-12 June, 2008

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Bringing service to life

1818 Library Street, Suite 1000 Reston, VA 20190



Presentation to

10-12 June 2008

Military Operations Research Society Symposium

Dr. Steven P. Wilcox (presenter)
BG Dorian Anderson, USA (Ret)
Ms. Pamela Blackmon
Mr. Hal Hogan

Mr. Paul Coviello
Mr. Doug Rogers
Mr. Brendan Curvey

- A new force generation model

- Promotes decentralized decision-making and redefined readiness
- Eliminates traditional division-based structure replacing it primarily with a brigade-based structure

- Smaller units are designed for flexibility

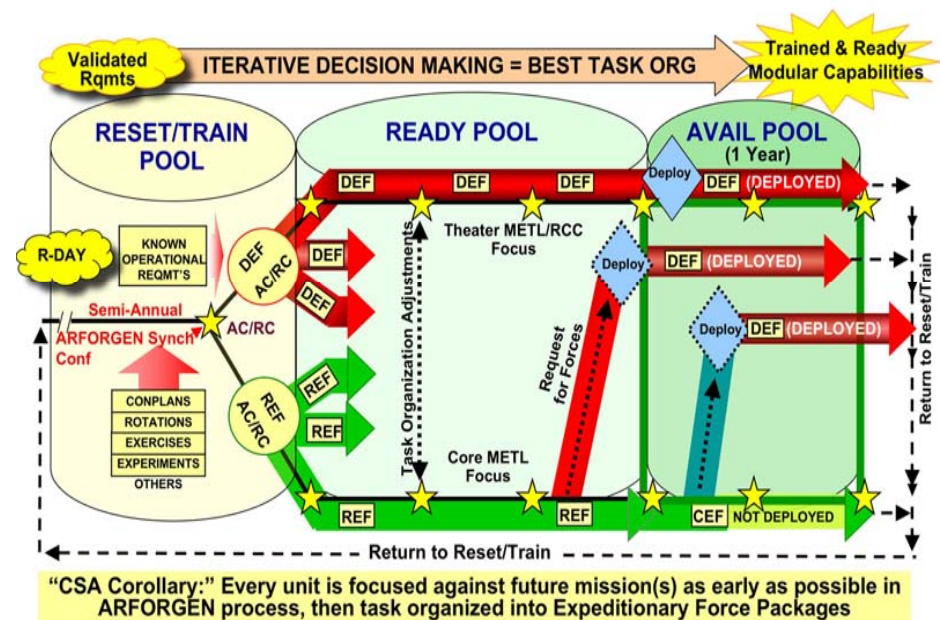
- Agile, expeditionary
- Tailored to specific circumstances
 - ▶ nature of threat, climate, terrain, etc.
- Capable of rapid assembly

- Builds predictability in a cyclic way of producing forces

- Places new demands on the installations

- Three-stage force generation cycle

Cyclical Approach, R-Day “Reset”



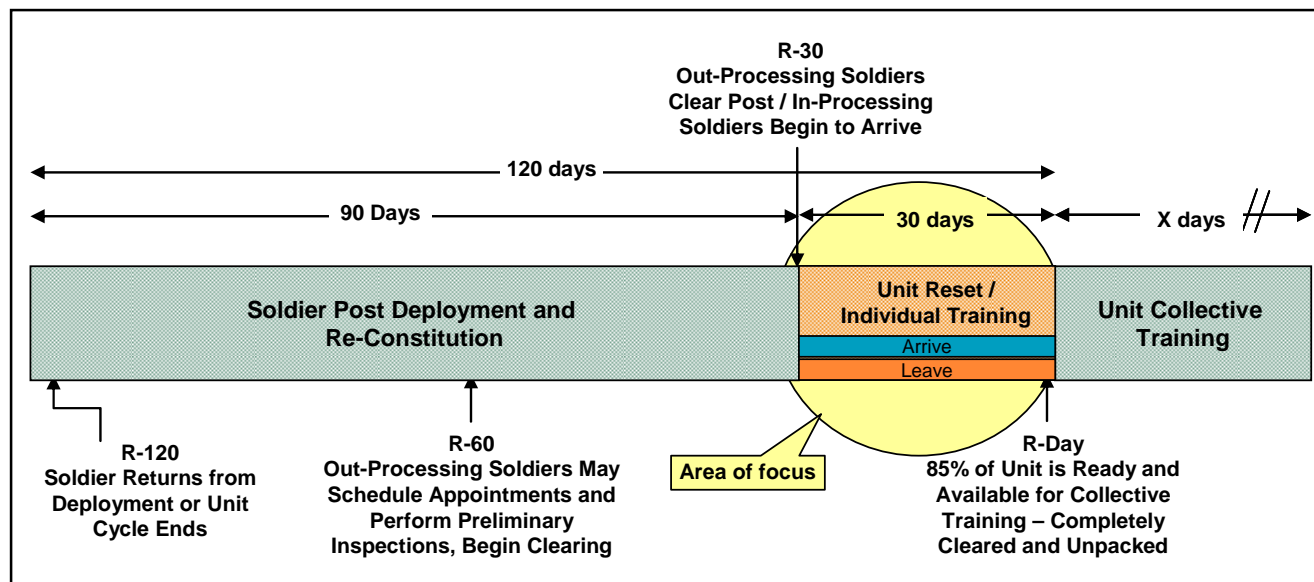
Study, analyze and validate the capability and feasibility of the installation infrastructure to meet ARFORGEN implementation guidelines


■ Scope

- Active Component installation infrastructure
- Feasibility of 30-day reset period

■ Area of focus

- Logistical capability to move Soldiers out and others into the reconstituted unit according to Army standards



- 
- 30-day window for re-staffing and the move into permanent housing at the start of a unit lifecycle
 - 70% Unit Reset of a 7,000 Soldier unit (as baseline)
 - Current resources (July 2007) as baseline
 - Resetting of equipment and training/readiness were **not** modeled
 - Processes studied include check-in/out, move in/out, transportation & administration, housing maintenance, cleaning & inspection

- R-Date = time until 85% of incoming Soldiers are fully in
 - Including move into permanent housing
- Completion date: 100%
- Check-in only (requires temporary housing availability)
- Questions: Can it be done in 30 days?
 - What if a head start is allowed?

- Interviews with subject matter experts
 - Including the Army Staff and special staff, IMCOM and HRC
- Site visits & group discussions
 - Carlisle Barracks, Ft. Jackson, Ft. Campbell, Ft. Hood and Ft. Bragg
 - Interviewed IMCOM staffs, unit leaders and garrison commanders or their representatives
 - Obtained qualitative and quantitative information
- Determined each base's process steps, personnel counts and types, processing time requirements, work schedules
 - ▶ Under normal conditions
 - Counts of temporary and permanent housing
 - Availability of moving teams
- Soldier survey
 - 486 out-processing responses, 639 in-processing responses

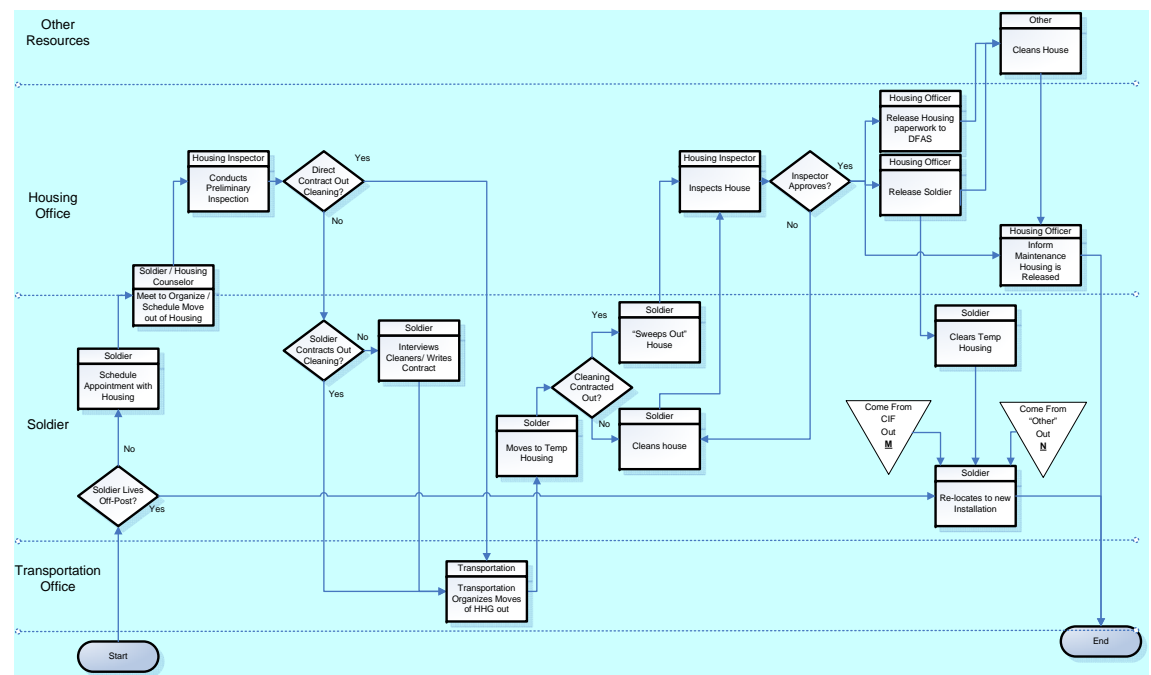
- Process map implemented as a discrete event simulation model

- Primarily networks of queues with limited service resources and hours of operation

- Parallel and sequential relationships
- Holding gates and release

- Implemented in Java using Simkit (Arnold Buss at NPS)

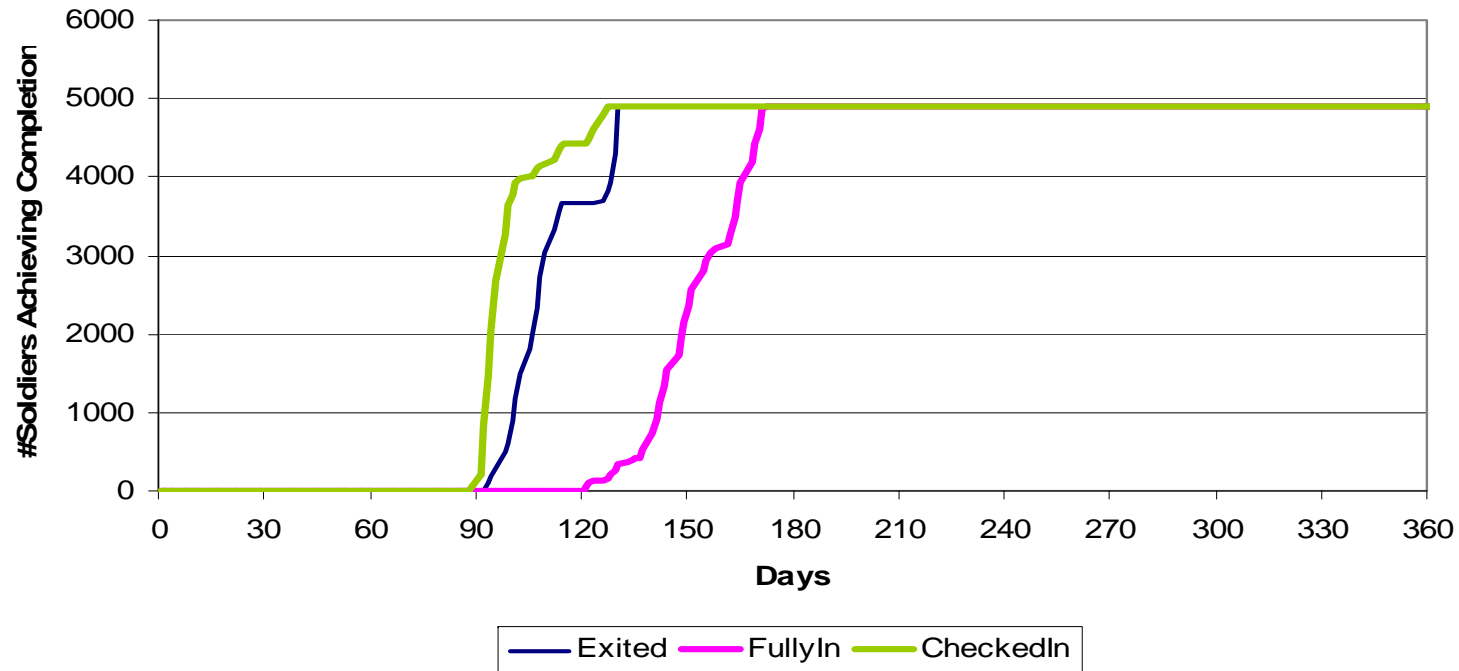
Example Process Map – Moving Out of Housing



- Simulated installations did not meet ARFORGEN reset guidelines
 - Based on resources on base at the time
- The goal is R-date at 120 days or less.
- The larger base the faster -- Bragg and Hood did the best

Scenario	Status	Installation			
		Hood	Bragg	Campbell	Jackson
A- 70% Reset of 7,000 Soldier Unit	R-date (85%) **	168	168	238	417
	Completion Date (100%)	186	210	304	469
	Check-In Only ##	141	127	197	381
B-50% Reset of 7,000 Soldier Unit	R-date (85%) **	144	142	190	319
	Completion Date (100%)	161	170	239	336
	Check-In Only ##	95	102	158	234
C-30% Reset of 7,000 Soldier Unit	R-date (85%) **	122	119	144	206
	Completion Date (100%)	155	161	169	234
	Check-In Only ##	94	98	109	165

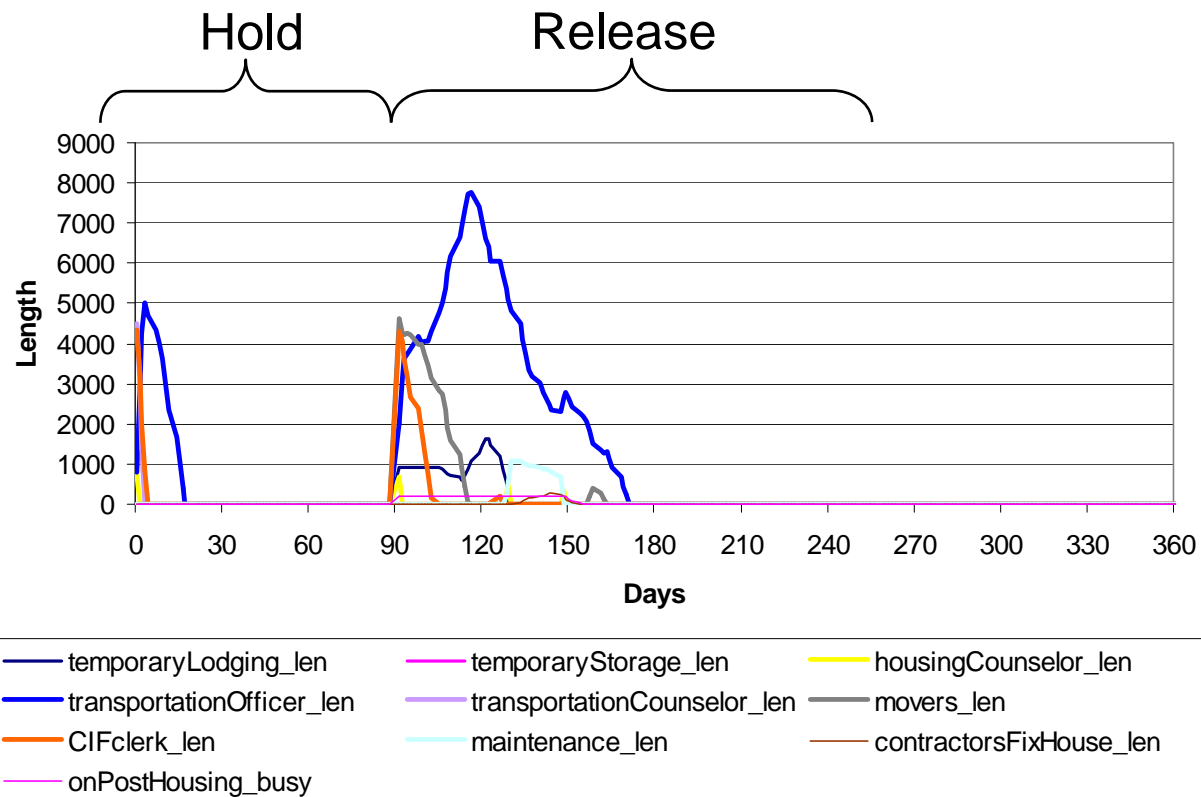
Insight from the simulation—



■ Fort Bragg Rate of Progress

- Check-in is rapid
- Full move-in takes time and starts happening 30 days into the reset period.

Port ragg xample—



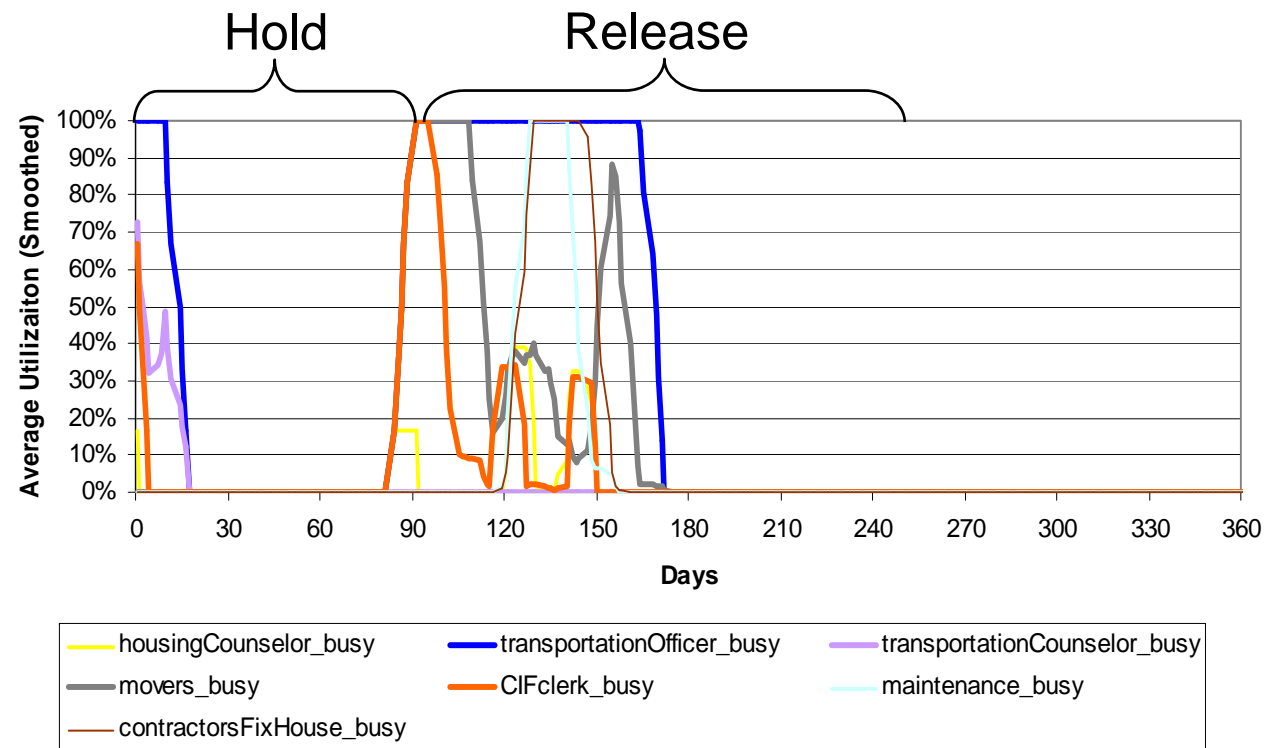
■ The most congested queues are

- Transportation officer
- Movers
- CIF clerk

■ Biggest resource utilization issues

- Transportation officer
- Movers
- Maintenance
- Contractors

Fort Bragg Resource Utilization (smoothed)



■ Quantitative

- The simulations of Unit Reset at Hood, Bragg, Campbell, and Jackson show that the criterion of 85% of the unit's personnel fully in-processed is not doable within the 30-day objective
 - ▶ Based on current staffing and resource levels as well as processing times under current procedures
- Smaller bases have a longer turnaround time than the larger ones
 - ▶ Due to constraints and bottlenecks, limited installation and community resources

■ From interviews & surveys

- All installations are different
- The in/out process lacks rigorous definition
- Massive skepticism concerning the ability to perform rapid, large-scale base drawdown and reconstitution given current resources

■ Get the report on DTIC

- “Implementing ARFORGEN: Installation Capability and Feasibility Study of Meeting ARFORGEN Guidelines” (ADA471909)